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**THE RELATIONSHIP BETWEEN CAREER DEVELOPMENT AND
EMPLOYEE JOB SATISFACTION:
A STUDY AT CONSIST COLLEGE SDN. BHD**

By

NUR AMIRAH BT ABD MALIB



UUM
Universiti Utara Malaysia

**Thesis Submitted to
Othman Yeop Abdullah Graduate School of Business,
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In Partial Fulfillment of the Requirement for the Master of Human Resource
Management**



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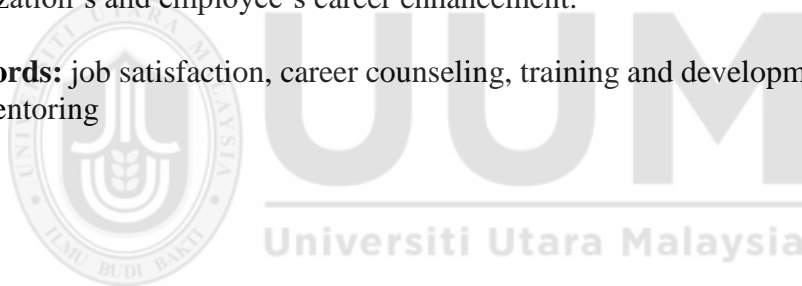
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ABSTRACT

This study examined the relationship between career development with job satisfaction among permanent CONSIST College Sdn. Bhd. The purpose of this study is to identify whether is there any relationship exist between career counseling, training and development, job rotation, and mentoring with the employee's job satisfaction among the chosen population. In this study, a quantitative approach was conducted which primary data were collected through an online questionnaire. Through the questionnaire, all collected data recorded a total of 132 respondents from permanent staff. CONSIST College which located in Hulu Klang, Selangor was chosen to be the main focus of this study which the sample of this study. For the questionnaire, a five-point Likert scale was used by the researcher in which the intention is to measure the degree of career counseling, training and development, job rotation, mentoring and job satisfaction. To analyze the relationship, both the Pearson correlation and multiple regression analysis were used for this study. Based on the result obtained through these two analyses for all the four independent variables, it shows that career counseling, training and development, job rotation and mentoring indeed have a statistically significant relationship with the employee's job satisfaction. Moreover, this study has also presented great numbers of past studies that prove the relationship of all variables along with the effectiveness of employees' job satisfaction towards the organization's and employee's career enhancement.

Keywords: job satisfaction, career counseling, training and development, job rotation and mentoring



ABSTRAK

Kertas kerja ini mengkaji hubungan diantara pembangunan kerjaya terhadap kepuasan kerja pada pekerja dari CONSIST College Sdn. Bhd. Tujuan kertas kerja ini adalah untuk mengenalpasti samada wujud hubungan di antara karier kaunseling, latihan dan pembangunan, putaran kerja dan mentor dengan kepuasan kerja pekerja pada populasi yang telah dipilih. Untuk kertas kerja ini pendekatan kuantitatif telah dilakukan di mana data utama telah dikumpul melalui borang soal selidik dalam talian. Melalui borang soal selidik tersebut, semua data yang terkumpul telah merekodkan jumlah sebanyak 132 responden dari pekerja tetap. Kolej CONSIST terletak di Hulu Klang Selangor dan menjadi tumpuan utama untuk kertas kerja ini di mana sampel adalah dari kalangan pekerja tetap. Untuk borang soal selidik, lima skala likert telah digunakan oleh pengkaji yang berniat untuk mengukur hubungan diantara karier kaunseling, latihan dan pembangunan, putaran kerja, mentor dan kepuasan kerja pekerja. Untuk mengkaji hubungan ini, kedua-dua analisis korelasi Pearson dan regresi pelbagai telah dilakukan. Melalui hasil yang diperolehi dari analisis untuk ketiga-tiga variable bebas, ia menunjukkan yang karier kaunseling, latihan dan pembangunan, putaran kerja dan mentor mempunyai hubungan yang penting dengan kepuasan kerja pekerja. Lebih-lebih lagi, kertas kerja ini juga membentangkan banyak kertas-kertas kerja terdahulu yang telah membuktikan kewujudan hubungan untuk semua variable bebas bersama-sama dengan kepuasan kerja pekerja terhadap prestasi dan kejayaan organisasi.

Kata kunci: kepuasan kerja, kaunseling kerjaya, latihan dan pembangunan, putaran kerja, dan bimbingan

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LIST OF ABBREVIATION

HRM	Human Resource Management
JS	Job Satisfaction
T&D	Training and Development
RQ	Research Question



CHAPTER 1

INTRODUCTION

1.0 BACKGROUND OF THE STUDY

In the present serious world, a portion of the representatives is as yet griping about different things. Lacking pay rates, exhaust, disagreeable partners, gifted pioneers or awkward working conditions. That is the reason a few employees are attempting to discover tranquillity with visit active beverages while working and perusing the web for quite a long time. Previous researches have shown that employees tend to engage in negative behaviors at the workplace when they feel dissatisfied with their work or workplace (Heslin, 2005). Job satisfaction is an employees' reaction to their roles in their jobs (Mohammad, Seyed, & Mostafa, 2017). Employees will be progressively gainful if the association assumes a significant job in giving a fitting vocation improvement program for people attempting to build inspiration and employment fulfillment and increment authoritative efficiency (Wan Sabri Wan Hussin, 2004).

The organization that pays high attention to employee's career development stands a high chance to retain talented employees due to the perception that the organization cares for their development and thus they will feel valued. Career development is a priority for employees regardless of whether they are subordinate or senior (Tunku, 2010). Workers are a key column for an association to accomplish its objectives that are intended to improve the intensity of the association. Nonetheless, every worker must have a decent comprehension of the vocation improvement procedure to accomplish the ideal objectives under the authoritative objectives. Vocation

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APPENDIX A

QUESTIONNAIRE

Human Resource Management

The relationship of career development towards employees' job satisfaction: A study at CONSIST College Sdn. Bhd

You are invited to participate in this survey. Your survey responses will be kept strictly confidential and data from this survey will be reported in the aggregate form. Please tick or fill in the appropriate response to each question. Please try not to leave any questions unfilled.

Part A (Personal information)

Please tick (/) in the appropriate box.

1. Gender:

☐ Male ☐ Female

2. Age:

☐ 18 - 24
☐ 25 - 34
☐ 35 - 44
☐ 45-54
☐ 55 and above

3. Race:

☐ Malay
☐ Chinese
☐ Indian
☐ Others, State: _____

4. Marital status:

☐ Single ☐ Married ☐ Divorce/Separated ☐ Others

5. Working experience:

☐ 1 - 4 years
☐ 5 - 9 years
☐ 10 - 14 years
☐ 15 - 19 years
☐ 20 - 24 years
☐ 25 years and above

6. Period of service:

☐ 1 - 4 years
☐ 5 - 9 years
☐ 10 - 14 years
☐ 15 - 19 years
☐ 20 - 24 years
☐ 25 years and above

7. Academic qualification:

- () SPM
- () STPM / Diploma
- () Degree
- () Master
- () PhD

Part B

*The next part of the questionnaire is divided into two sections:
Perception about your job, and perception towards management.*

*Each of the sections will have a five-point Likert scale:-
5= Strongly agree, 4= Agree, 3= Neutral, 2= Disagree, 1= Strongly disagree*

*Please tick (/) in the appropriate small circle below indicating your opinion from
strongly agree to strongly disagree for each of the items displayed.*

A. PERCEPTION ABOUT YOUR JOB SATISFACTION

1	My job is challenging.	1	2	3	4	5
2	My knowledge, skills, and abilities are effective for use in the office.	1	2	3	4	5
3	My job is worth the salary.	1	2	3	4	5
4	My job is equivalent to qualification.	1	2	3	4	5
5	The workplace environment is comfortable and safe.	1	2	3	4	5
6	I will leave my current position if I get another job offer that gives me the same salary.	1	2	3	4	5
7	I will leave my current position if I get a higher salary offer.	1	2	3	4	5
8	I will do the work only when needed.	1	2	3	4	5
9	I'm satisfied with my current position.	1	2	3	4	5

Part C

The next part of the questionnaire is divided into four sections:

Perception about career counseling, perception about training and development, perception about mentoring, and perception about job rotation

Each of the sections will have a five-point Likert scale:-

5= Strongly agree, 4= Agree, 3= Neutral, 2= Disagree, 1= Strongly disagree

Please tick (/) in the appropriate small circle below indicating your opinion from strongly agree to strongly disagree for each of the items displayed.

A. PERCEPTION ABOUT CAREER COUNSELING

1	Career counseling enables you to enjoy your current career options.	1	2	3	4	5
2	Career counseling turns your career into harmonious values and focuses on goals.	1	2	3	4	5
3	Career counseling is very important to help your career path.	1	2	3	4	5
4	The head of a department advises on the dissemination of effective career opportunities.	1	2	3	4	5
5	Employees will recognize their weaknesses and strengths through career counseling.	1	2	3	4	5
6	The manager and human resource officer will conduct career counseling.	1	2	3	4	5
7	Career counseling is for the vulnerable.	1	2	3	4	5
8	Career counseling helps employees find satisfaction while working.	1	2	3	4	5
9	I'm satisfied with the career counseling program being conducted here.	1	2	3	4	5

B. PERCEPTION ABOUT TRAINING AND DEVELOPMENT

1	I have the opportunity to attend a training program that is tailored to my ability.	1	2	3	4	5
2	I have the opportunity to learn something new while attending training courses.	1	2	3	4	5
3	I have the opportunity to attend training for my self-improvement.	1	2	3	4	5
4	I'm satisfied with the opportunity for training courses held here.	1	2	3	4	5
5	I have the opportunity to receive adequate training for my career.	1	2	3	4	5
6	I can consult for training requirements.	1	2	3	4	5
7	Training courses can change my job satisfaction.	1	2	3	4	5

8	The training course motivates me to work.	1	2	3	4	5
9	Training courses provide me with a difference in the scope of work and promotion from the department.	1	2	3	4	5

C. PERCEPTION ABOUT MENTORING

1	The feedback provided by the leader includes strengths and weaknesses so that action can be taken to improve employees' performance and job satisfaction.	1	2	3	4	5
2	The mentoring program is the best in my department.	1	2	3	4	5
3	The mentoring program is very beneficial and very helpful.	1	2	3	4	5
4	Mentoring programs can build trust and foster relationships between protégé and mentors.	1	2	3	4	5
5	Management is concerned about mentoring in achieving employees' job satisfaction.	1	2	3	4	5
6	My manager is my mentor.	1	2	3	4	5

D. PERCEPTION ABOUT JOB ROTATION

1	Job rotation leads to increased productivity of employees.	1	2	3	4	5
2	I see job rotation as a way to overcome boredom.	1	2	3	4	5
3	I see job rotation as an opportunity to learn more about a new work task.	1	2	3	4	5
4	I see job rotation as an opportunity to learn new skills.	1	2	3	4	5
5	Job rotation has a positive effect on employee progress in their career development.	1	2	3	4	5

Part D

How would you rate career development practice at your workplace?

Choose your answer according to the scale below.

1= Poor, 2= Average, 3= Good, 4= Very Good, 5= Excellent

Please tick (/) in the appropriate box.

1	Career Counseling	1	2	3	4	5
2	Training and development	1	2	3	4	5
3	Mentoring	1	2	3	4	5
4	Job rotation	1	2	3	4	5
5	Others (Please specify)	1	2	3	4	5

Are you committed to working with CONSIST College Sdn. Bhd?

- ☐ Yes
☐ No
☐ Maybe

What are your suggestions for career development that could have a better impact on employees' job satisfaction?

Thank you for your cooperation.

APPENDIX B

RECOMMENDATIONS OF THE CONSIST COLLEGE SDN. BHD EMPLOYEES FROM THE QUESTIONNAIRE

Suggestions from CONSIST College Sdn. Bhd by questionnaire:

- Work hard to achieve great success.
- Have training courses on a scale and at the same time practice tolerance and mutual respect.
- Need a lot of exposure to your career.
- Good guidance is needed to improve and accept opinions, to listen to workers' complaints and to provide advice to weak workers rather than to discourage them.
- A willingness to be helpful, helpful, unified is very important to further enhance the level of employee performance.
- Create a vibrant community culture among the CONSIST College community and foster mutual respect for one another.
- Avoid conflicts that can ruin existing relationships and relationships.
- Exposure and understanding of Islam and new areas of civil engineering.
- Practice discipline and regularly provide training or courses for employees to improve themselves and work towards excellence.
- Making a fair assessment of the employee's performance appraisal and good treatment of the employer will further enhance job performance.
- Employees are given the job according to the right and proper placement norms and all department heads should look after the welfare of the staff.

- Explain job goals and objectives while providing courses and training according to the needs of the staff.
- Provide appropriate remuneration and reward to employees who have achieved excellent results in improving job satisfaction.
- High-level assessments of subordinate workers are performed well to encourage more subordinate workers.
- Employees need to master more knowledge as well as gain experience through work rotation.
- Appreciation and focus in the workplace should be given priority and do not have a strong work ethic as this may produce less productive workers.
- An occupation is a form of worship and as an employee, it is necessary to practice tolerance as well as to understand the roles of both upper and lower workers.
- Send leaders who are mentored for good and motivated courses.
- Need to improve on career counseling and training courses to improve career performance to be more dedicated.
- Employees need to be fully committed to the field of work and they need to be provided with training in their field of work to improve their work performance and skills as well as to take personal and professional courses.
- Workers' welfare is always followed by the timely payment of wages and increased work-related training and career seminars.
- Management treats employees with fairness and fairness without feeling sorry for the employees who perform the tasks to make the employees more motivated.

- Career development needs to be better organized for all levels of employees according to their individual preferences.
- Unite in each work given and always contribute through their ideas.

RELIABILITY

Reliability Statistics

Cronbach's Alpha	N of Items
.946	38

JOB SATISFACTION RELIABILITY

Reliability Statistics

Cronbach's Alpha	N of Items
.673	9

CAREER COUNSELING RELIABILITY

Reliability Statistics

Cronbach's Alpha	N of Items
.876	9

TRAINING AND DEVELOPMENT RELIABILITY

Reliability Statistics

Cronbach's Alpha	N of Items
.900	9

MENTORING RELIABILITY

Reliability Statistics

Cronbach's Alpha	N of Items
.917	6

JOB ROTATION RELIABILITY

Reliability Statistics

Cronbach's Alpha	N of Items
.859	5

FREQUENCY

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	80	60.6	60.6	60.6
	Female	52	39.4	39.4	100.0
	Total	132	100.0	100.0	

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-24	19	14.4	14.4	14.4
	25-34	53	40.2	40.2	54.5
	35-44	15	11.4	11.4	65.9
	45-54	36	27.3	27.3	93.2
	55 and above	9	6.8	6.8	100.0
	Total	132	100.0	100.0	

Race

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Malay	132	100.0	100.0	100.0

Marital Status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	43	32.6	32.6	32.6
	Married	85	64.4	64.4	97.0
	Divorce	4	3.0	3.0	100.0
	Total	132	100.0	100.0	

Work Experience

		Frequency	Percent	Valid Percent	Cumulative Percent
	1-4 year	43	32.6	32.6	36.4
	5-9 year	27	20.5	20.5	56.8
	10-14 year	12	9.1	9.1	65.9
	15-19 year	6	4.5	4.5	70.5
	20-24 year	7	5.3	5.3	75.8
	25 year and above	32	24.2	24.2	100.0
	Total	132	100.0	100.0	

Services

		Frequency	Percent	Valid Percent	Cumulative Percent
	1-4 year	48	36.4	36.4	41.7
	5-9 year	25	18.9	18.9	60.6
	10-14 year	9	6.8	6.8	67.4
	15-19 year	5	3.8	3.8	71.2
	20-24 year	7	5.3	5.3	76.5
	25 year and above	31	23.5	23.5	100.0
	Total	132	100.0	100.0	

Academic

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Spm	81	61.4	61.4	61.4
	Stpm/diploma	36	27.3	27.3	88.6
	Degree	9	6.8	6.8	95.5
	Master	6	4.5	4.5	100.0
	Total	132	100.0	100.0	

Jobsatisfaction1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	1	.8	.8	.8
	disagree	10	7.6	7.6	8.3
	Neutral	17	12.9	12.9	21.2
	agree	60	45.5	45.5	66.7
	Strongly agree	44	33.3	33.3	100.0
	Total	132	100.0	100.0	

Jobsatisfaction2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	4	3.0	3.0	3.0
	disagree	6	4.5	4.5	7.6
	Neutral	22	16.7	16.7	24.2
	agree	70	53.0	53.0	77.3
	Strongly agree	30	22.7	22.7	100.0
	Total	132	100.0	100.0	

Jobsatisfaction3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	3	2.3	2.3	2.3
	disagree	4	3.0	3.0	5.3
	Neutral	18	13.6	13.6	18.9
	agree	92	69.7	69.7	88.6
	Strongly agree	15	11.4	11.4	100.0
	Total	132	100.0	100.0	

Jobsatisfaction4

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	3	2.3	2.3	2.3
	disagree	6	4.5	4.5	6.8
	Neutral	19	14.4	14.4	21.2
	agree	69	52.3	52.3	73.5
	Strongly agree	35	26.5	26.5	100.0
	Total	132	100.0	100.0	

Jobsatisfaction5

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	3	2.3	2.3	2.3
	disagree	6	4.5	4.5	6.8
	Neutral	24	18.2	18.2	25.0
	agree	82	62.1	62.1	87.1
	Strongly agree	17	12.9	12.9	100.0
	Total	132	100.0	100.0	

Jobsatisfaction6

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	3	2.3	2.3	2.3
	disagree	7	5.3	5.3	7.6
	Neutral	15	11.4	11.4	18.9
	agree	80	60.6	60.6	79.5
	Strongly agree	27	20.5	20.5	100.0
	Total	132	100.0	100.0	

Jobsatisfaction7

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	1	.8	.8	.8
	disagree	10	7.6	7.6	8.3
	Neutral	20	15.2	15.2	23.5
	agree	75	56.8	56.8	80.3
	Strongly agree	26	19.7	19.7	100.0
	Total	132	100.0	100.0	

Jobsatisfaction8

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	1	.8	.8	.8
	disagree	13	9.8	9.8	10.6
	Neutral	18	13.6	13.6	24.2
	agree	85	64.4	64.4	88.6
	Strongly agree	15	11.4	11.4	100.0
	Total	132	100.0	100.0	

Jobsatisfaction9

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	1	.8	.8	.8
	disagree	3	2.3	2.3	3.0
	Neutral	9	6.8	6.8	9.8
	agree	84	63.6	63.6	73.5
	Strongly agree	35	26.5	26.5	100.0
	Total	132	100.0	100.0	

Caounseling1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	5	3.8	3.8	3.8
	Not sure	16	12.1	12.1	15.9
	agree	81	61.4	61.4	77.3
	Strongly agree	30	22.7	22.7	100.0
	Total	132	100.0	100.0	

Caounseling2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	4	3.0	3.0	3.0
	Not sure	19	14.4	14.4	17.4
	agree	94	71.2	71.2	88.6
	Strongly agree	15	11.4	11.4	100.0
	Total	132	100.0	100.0	

Caunseling3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	4	3.0	3.0	3.0
	Not sure	15	11.4	11.4	14.4
	agree	78	59.1	59.1	73.5
	Strongly agree	35	26.5	26.5	100.0
	Total	132	100.0	100.0	

Caunseling4

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	1	.8	.8	.8
	disagree	5	3.8	3.8	4.5
	Neutral	18	13.6	13.6	18.2
	agree	90	68.2	68.2	86.4
	Strongly agree	18	13.6	13.6	100.0
	Total	132	100.0	100.0	

Caunseling5

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	2	1.5	1.5	1.5
	disagree	5	3.8	3.8	5.3
	Neutral	17	12.9	12.9	18.2
	agree	83	62.9	62.9	81.1
	Strongly agree	25	18.9	18.9	100.0
	Total	132	100.0	100.0	

Caunseling6

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	3	2.3	2.3	2.3
	disagree	5	3.8	3.8	6.1
	Neutral	31	23.5	23.5	29.5
	agree	77	58.3	58.3	87.9
	Strongly agree	16	12.1	12.1	100.0
	Total	132	100.0	100.0	

Caunseling7

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	3	2.3	2.3	2.3
	disagree	7	5.3	5.3	7.6
	Neutral	15	11.4	11.4	18.9
	agree	80	60.6	60.6	79.5
	Strongly agree	27	20.5	20.5	100.0
	Total	132	100.0	100.0	

Caunseling8

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	1	.8	.8	.8
	disagree	10	7.6	7.6	8.3
	Neutral	20	15.2	15.2	23.5
	agree	75	56.8	56.8	80.3
	Strongly agree	26	19.7	19.7	100.0
	Total	132	100.0	100.0	

Counseling9

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	1	.8	.8	.8
	disagree	8	6.1	6.1	6.8
	Nuetral	12	9.1	9.1	15.9
	agree	76	57.6	57.6	73.5
	Strongly agree	34	25.8	25.8	99.2
	8	1	.8	.8	100.0
	Total	132	100.0	100.0	

Training1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	1	.8	.8	.8
	disagree	4	3.0	3.0	3.8
	Nuetral	13	9.8	9.8	13.6
	agree	86	65.2	65.2	78.8
	Strongly agree	28	21.2	21.2	100.0
	Total	132	100.0	100.0	

Training2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	disagree	1	.8	.8	.8
	Neutral	9	6.8	6.8	7.6
	agree	91	68.9	68.9	76.5
	Strongly agree	31	23.5	23.5	100.0
	Total	132	100.0	100.0	

Training3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	1	.8	.8	.8
	disagree	8	6.1	6.1	6.8
	Neutral	7	5.3	5.3	12.1
	agree	90	68.2	68.2	80.3
	Strongly agree	26	19.7	19.7	100.0
	Total	132	100.0	100.0	

Training4

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	disagree	11	8.3	8.3	8.3
	Neutral	13	9.8	9.8	18.2
	agree	92	69.7	69.7	87.9
	Strongly agree	16	12.1	12.1	100.0
	Total	132	100.0	100.0	

Training5

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	2	1.5	1.5	1.5
	disagree	10	7.6	7.6	9.1
	Neutral	17	12.9	12.9	22.0
	agree	92	69.7	69.7	91.7
	Strongly agree	11	8.3	8.3	100.0
	Total	132	100.0	100.0	

Training6

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	5	3.8	3.8	3.8
	disagree	7	5.3	5.3	9.1
	Neutral	24	18.2	18.2	27.3
	agree	86	65.2	65.2	92.4
	Strongly agree	10	7.6	7.6	100.0
	Total	132	100.0	100.0	

Training7

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	5	3.8	3.8	3.8
	disagree	8	6.1	6.1	9.8
	Neutral	12	9.1	9.1	18.9
	agree	93	70.5	70.5	89.4
	Strongly agree	14	10.6	10.6	100.0
	Total	132	100.0	100.0	

Training8

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	1	.8	.8	.8
	disagree	3	2.3	2.3	3.0
	Neutral	9	6.8	6.8	9.8
	agree	84	63.6	63.6	73.5
	Strongly agree	35	26.5	26.5	100.0
	Total	132	100.0	100.0	

Training9

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	1	.8	.8	.8
	disagree	13	9.8	9.8	10.6
	Neutral	18	13.6	13.6	24.2
	agree	85	64.4	64.4	88.6
	Strongly agree	15	11.4	11.4	100.0
	Total	132	100.0	100.0	

Mentoring1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	1	.8	.8	.8
	disagree	13	9.8	9.8	10.6
	Neutral	18	13.6	13.6	24.2
	agree	85	64.4	64.4	88.6
	Strongly agree	15	11.4	11.4	100.0
	Total	132	100.0	100.0	

Mentoring2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	1	.8	.8	.8
	disagree	3	2.3	2.3	3.0
	Neutral	9	6.8	6.8	9.8
	agree	84	63.6	63.6	73.5
	Strongly agree	35	26.5	26.5	100.0
	Total	132	100.0	100.0	

Mentoring3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	1	.8	.8	.8
	disagree	1	.8	.8	1.5
	Neutral	19	14.4	14.4	15.9
	agree	92	69.7	69.7	85.6
	Strongly agree	19	14.4	14.4	100.0
	Total	132	100.0	100.0	

Mentoring4

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	5	3.8	3.8	3.8
	disagree	7	5.3	5.3	9.1
	Neutral	24	18.2	18.2	27.3
	agree	86	65.2	65.2	92.4
	Strongly agree	10	7.6	7.6	100.0
	Total	132	100.0	100.0	

Mentoring5

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	5	3.8	3.8	3.8
	disagree	7	5.3	5.3	9.1
	Neutral	24	18.2	18.2	27.3
	agree	86	65.2	65.2	92.4
	Strongly agree	10	7.6	7.6	100.0
	Total	132	100.0	100.0	

Jobrotation1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	1	.8	.8	.8
	disagree	9	6.8	6.8	7.6
	Neutral	10	7.6	7.6	15.2
	agree	84	63.6	63.6	78.8
	Strongly agree	28	21.2	21.2	100.0
	Total	132	100.0	100.0	

Jobrotation2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	1	.8	.8	.8
	disagree	3	2.3	2.3	3.0
	Neutral	24	18.2	18.2	21.2
	agree	72	54.5	54.5	75.8
	Strongly agree	32	24.2	24.2	100.0
	Total	132	100.0	100.0	

Jobrotation3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	1	.8	.8	.8
	disagree	1	.8	.8	1.5
	Neutral	19	14.4	14.4	15.9
	agree	92	69.7	69.7	85.6
	Strongly agree	19	14.4	14.4	100.0
	Total	132	100.0	100.0	

Jobrotation4

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	5	3.8	3.8	3.8
	Disagree	7	5.3	5.3	9.1
	Neutral	16	12.1	12.1	21.2
	Agree	78	59.1	59.1	80.3
	Strongly agree	26	19.7	19.7	100.0
	Total	132	100.0	100.0	

Jobrotation5

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	5	3.8	3.8	3.8
	Disagree	7	5.3	5.3	9.1
	Neutral	16	12.1	12.1	21.2
	Agree	78	59.1	59.1	80.3
	Strongly agree	26	19.7	19.7	100.0
	Total	132	100.0	100.0	

ANOVA STATISTIC

Descriptives

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Fcounseling poor	2	20.0000	2.82843	2.00000	-5.4124	45.4124	18.00	22.00
moderate	15	27.8000	2.39643	.61875	26.4729	29.1271	25.00	33.00
good	115	36.7217	3.10503	.28955	36.1482	37.2953	29.00	45.00
Total	132	35.4545	4.56399	.39724	34.6687	36.2404	18.00	45.00
Ftraining poor	2	17.5000	.70711	.50000	11.1469	23.8531	17.00	18.00
moderate	15	31.4000	3.79473	.97980	29.2985	33.5015	26.00	39.00
good	115	35.9304	3.40465	.31748	35.3015	36.5594	29.00	45.00
Total	132	35.1364	4.30475	.37468	34.3952	35.8776	17.00	45.00
Fmentoring poor	2	9.0000	4.24264	3.00000	-29.1186	47.1186	6.00	12.00
moderate	15	20.3333	2.25726	.58282	19.0833	21.5834	17.00	24.00
good	115	23.6957	2.64301	.24646	23.2074	24.1839	16.00	30.00
Total	132	23.0909	3.31422	.28847	22.5203	23.6616	6.00	30.00
Fjobrotation poor	2	7.5000	3.53553	2.50000	-24.2655	39.2655	5.00	10.00
moderate	15	16.4000	2.41424	.62335	15.0630	17.7370	14.00	21.00
good	115	20.2783	2.46572	.22993	19.8228	20.7338	13.00	25.00
Total	132	19.6439	3.13350	.27274	19.1044	20.1835	5.00	25.00

Test of Homogeneity of Variances

	Levene Statistic	df1	df2	Sig.
Fcaunseling	.261	2	129	.770
Ftraining	1.279	2	129	.282
Fmentoring	.413	2	129	.662
Fjobrotation	.288	2	129	.750

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Fcaunseling	Between Groups	1541.232	2	770.616	83.714	.000
	Within Groups	1187.496	129	9.205		
	Total	2728.727	131			
Ftraining	Between Groups	904.002	2	452.001	38.271	.000
	Within Groups	1523.543	129	11.810		
	Total	2427.545	131			
Fmentoring	Between Groups	553.228	2	276.614	40.289	.000
	Within Groups	885.681	129	6.866		
	Total	1438.909	131			
Fjobrotation	Between Groups	499.069	2	249.535	40.892	.000
	Within Groups	787.196	129	6.102		
	Total	1286.265	131			

Robust Tests of Equality of Means

		Statistic ^a	df1	df2	Sig.
Fcaunseling	Welch	90.419	2	2.627	.004
	Brown-Forsythe	108.456	2	3.158	.001
Ftraining	Welch	421.287	2	4.447	.000
	Brown-Forsythe	61.293	2	18.282	.000
Fmentoring	Welch	20.024	2	2.563	.027
	Brown-Forsythe	23.905	2	1.696	.057
Fjobrotation	Welch	23.073	2	2.562	.023
	Brown-Forsythe	27.332	2	2.173	.029

a. Asymptotically F distributed.

Multiple Comparisons

				Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
		Lower Bound	Upper Bound					
Dependent Variable	(I) levelsatisfaction	(J) levelsatisfaction						
Fcounseling	Tukey HSD	poor	moderate	-7.80000*	2.28394	.002	-13.2154	-2.3846
			good	-16.72174*	2.16396	.000	-21.8527	-11.5908
		moderate	poor	7.80000*	2.28394	.002	2.3846	13.2154
			good	-8.92174*	.83291	.000	-10.8966	-6.9468
		good	poor	16.72174*	2.16396	.000	11.5908	21.8527
			moderate	8.92174*	.83291	.000	6.9468	10.8966
	Games- Howell	poor	moderate	-7.80000	2.09353	.208	-34.3073	18.7073
			good	-16.72174	2.02085	.107	-51.5554	18.1119
		moderate	poor	7.80000	2.09353	.208	-18.7073	34.3073
			good	-8.92174*	.68315	.000	-10.6456	-7.1978
		good	poor	16.72174	2.02085	.107	-18.1119	51.5554
			moderate	8.92174*	.68315	.000	7.1978	10.6456
Ftraining	Tukey HSD	poor	moderate	-13.90000*	2.58700	.000	-20.0340	-7.7660
			good	-18.43043*	2.45110	.000	-24.2422	-12.6187
		moderate	poor	13.90000*	2.58700	.000	7.7660	20.0340
			good	-4.53043*	.94343	.000	-6.7674	-2.2935
		good	poor	18.43043*	2.45110	.000	12.6187	24.2422
			moderate	4.53043*	.94343	.000	2.2935	6.7674
	Games- Howell	poor	moderate	-13.90000*	1.10000	.000	-16.8552	-10.9448
			good	-18.43043*	.59228	.002	-21.9848	-14.8761
		moderate	poor	13.90000*	1.10000	.000	10.9448	16.8552
			good	-4.53043*	1.02995	.001	-7.1716	-1.8893
		good	poor	18.43043*	.59228	.002	14.8761	21.9848
			moderate	4.53043*	1.02995	.001	1.8893	7.1716
Fmentoring	Tukey HSD	poor	moderate	-11.33333*	1.97246	.000	-16.0102	-6.6565
			good	-14.69565*	1.86884	.000	-19.1268	-10.2645
		moderate	poor	11.33333*	1.97246	.000	6.6565	16.0102
			good	-3.36232*	.71932	.000	-5.0679	-1.6568
		good	poor	14.69565*	1.86884	.000	10.2645	19.1268

		moderate	3.36232*	.71932	.000	1.6568	5.0679
Games- Howell	poor	moderate	-11.33333	3.05609	.233	-60.1574	37.4908
		good	-14.69565	3.01011	.189	-70.2263	40.8350
	moderate	poor	11.33333	3.05609	.233	-37.4908	60.1574
		good	-3.36232*	.63279	.000	-4.9673	-1.7573
	good	poor	14.69565	3.01011	.189	-40.8350	70.2263
		moderate	3.36232*	.63279	.000	1.7573	4.9673
Fjobrotation Tukey HSD	poor	moderate	-8.90000*	1.85956	.000	-13.3092	-4.4908
		good	-12.77826*	1.76188	.000	-16.9558	-8.6007
	moderate	poor	8.90000*	1.85956	.000	4.4908	13.3092
		good	-3.87826*	.67815	.000	-5.4862	-2.2703
	good	poor	12.77826*	1.76188	.000	8.6007	16.9558
		moderate	3.87826*	.67815	.000	2.2703	5.4862
Games- Howell	poor	moderate	-8.90000	2.57654	.240	-46.0206	28.2206
		good	-12.77826	2.51055	.181	-58.7085	33.1519
	moderate	poor	8.90000	2.57654	.240	-28.2206	46.0206
		good	-3.87826*	.66441	.000	-5.5737	-2.1828
	good	poor	12.77826	2.51055	.181	-33.1519	58.7085
		moderate	3.87826*	.66441	.000	2.1828	5.5737

*. The mean difference is significant at the 0.05 level.

Fcaunseling

		N	Subset for alpha = 0.05		
			1	2	3
Tukey HSD ^{a,b}	poor	2	20.0000		
	moderate	15		27.8000	
	good	115			36.7217
	Sig.		1.000	1.000	1.000

Means for groups in homogeneous subsets are displayed.

a. Uses Harmonic Mean Sample Size = 5.214.

b. The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

Ftraining

levelsatisfaction		N	Subset for alpha = 0.05	
			1	2
Tukey HSD ^{a,b}	poor	2	17.5000	
	moderate	15		31.4000
	good	115		35.9304
	Sig.		1.000	.088

Means for groups in homogeneous subsets are displayed.

a. Uses Harmonic Mean Sample Size = 5.214.

b. The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

Fmentoring

levelsatisfaction		N	Subset for alpha = 0.05	
			1	2
Tukey HSD ^{a,b}	poor	2	9.0000	
	moderate	15		20.3333
	good	115		23.6957
	Sig.		1.000	.100

Means for groups in homogeneous subsets are displayed.

a. Uses Harmonic Mean Sample Size = 5.214.

b. The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

Fjobrotation

levelsatisfaction		N	Subset for alpha = 0.05		
			1	2	3
Tukey HSD ^{a,b}	poor	2	7.5000		
	moderate	15		16.4000	
	good	115			20.2783
	Sig.		1.000	1.000	1.000

Means for groups in homogeneous subsets are displayed.

a. Uses Harmonic Mean Sample Size = 5.214.

b. The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

CORRELATIONS

		Correlations				
		JOB SATISFACTION	CAREER COUNSELING	TRAINING AND DEVELOPMENT	MENTORING	JOB ROTATION
JOB SATISFACTION	Pearson	1	.885**	.763**	.795**	.759**
	Correlation					
	Sig. (2-tailed)		.000	.000	.000	.000
	N	132	132	132	132	132
CAREER COUNSELING	Pearson	.885**	1	.722**	.743**	.718**
	Correlation					
	Sig. (2-tailed)	.000		.000	.000	.000
	N	132	132	132	132	132
TRAINING AND DEVELOPMENT	Pearson	.763**	.722**	1	.790**	.734**
	Correlation					
	Sig. (2-tailed)	.000	.000		.000	.000
	N	132	132	132	132	132
MENTORING	Pearson	.795**	.743**	.790**	1	.776**
	Correlation					
	Sig. (2-tailed)	.000	.000	.000		.000
	N	132	132	132	132	132
JOB ROTATION	Pearson	.759**	.718**	.734**	.776**	1
	Correlation					
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	132	132	132	132	132

**, Correlation is significant at the 0.01 level (2-tailed).

REGRESSION

Variables Entered/Removed			
Model	Variables Entered	Variables Removed	Method
1	Fjobrotation, Fcounseling, Ftraining, Fmentoring ^a		Enter

a. All requested variables entered.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.915 ^a	.836	.831	2.16786

a. Predictors: (Constant), Fjobrotation, Fcounseling, Ftraining, Fmentoring

b. Dependent Variable: resultjobsatisfaction

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3050.785	4	762.696	162.289	.000 ^a
	Residual	596.851	127	4.700		
	Total	3647.636	131			

a. Predictors: (Constant), Fjobrotation, Fcounseling, Ftraining, Fmentoring

b. Dependent Variable: resultjobsatisfaction

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-4.164	1.646		-2.530	.013
	FCounseling	.679	.068	.587	9.990	.000
	FTraining	.136	.078	.111	1.743	.084
	FMentoring	.291	.110	.183	2.647	.009
	FJobrotation	.193	.104	.114	1.843	.068

a. Dependent Variable: resultjobsatisfaction

Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	15.7901	46.0442	35.1818	4.82581	132
Std. Predicted Value	-4.018	2.251	.000	1.000	132
Standard Error of Predicted Value	.199	1.071	.391	.160	132
Adjusted Predicted Value	15.5691	46.1014	35.1960	4.78244	132
Residual	-7.27513	4.86790	.00000	2.13451	132
Std. Residual	-3.356	2.245	.000	.985	132
Stud. Residual	-3.603	2.332	-.003	1.020	132
Deleted Residual	-8.98348	5.25094	-.01414	2.29518	132
Stud. Deleted Residual	-3.787	2.374	-.006	1.036	132
Mahal. Distance	.108	30.992	3.970	4.422	132
Cook's Distance	.000	.839	.016	.076	132
Centered Leverage Value	.001	.237	.030	.034	132

a. Dependent Variable: resultjobsatisfaction

